PSYCHOLOGICAL EMPOWERMENT AND SUBJECTIVE WELL BEING: MEDIATING ROLE OF JOB AND CAREER SATISFACTION

SYNOPSIS

In today's unstable global economy, organizations want employees that can withstand the pressure of the volatile work environment (Edwards & Lambert, 2009) and yet be motivated to give their best productivity and performance (Bandyopadhyay and Dayton, 2013). Companies are psychologically empowering their employees to gain a competitive edge in the market (Houghton & Yoho, 2005; Ugevi et al., 2014). They are also trying to create healthier workplaces with higher subjective well-being for their employees (Piers, 2016; Platis, 2015; Judge, 2017). The interrelation between psychological empowerment and subjective well-being needs to be better understood to increase organizational effectiveness and productivity. The thesis analyzes the linkages between these two constructs while investigating the role of job satisfaction and career satisfaction in this association.

Psychological empowerment (PE) is a motivational construct that helps intrinsically enhance employees' job performance (Amundsen & Martinsen, 2015; Liden & Arad, 1996). Individuals need to have PE for managerial interventions to become effective for them (Seigall & Gardner, 2000; Spreitzer et al., 1997). PE has been found to increase employees' performance, engagement, satisfaction, and motivation in the workplace (Cappelli & Neumark, 2001; Huselid, 1995; Huselid & Becker, 1996; Takeuchi et al., 2009). When individuals experience meaning, competence, self-determination and impact, then they experience PE in their work (Spreitzer, 1995; Stewart et al., 2010). 'Meaning', the first sub-dimension of PE,

comprises the sense of personal connection the employee gets from their job (Spreitzer, 1995). 'Competence' is a person's belief in their mastery at their job (Bandura, 1977, 1986, 1989). 'Impact' is the degree to which an employee thinks their contribution counts and has a marked effect on the organization's performance (Colquitt, 2011). 'Self-determination' refers to the employee's freedom and independence in their work role (Spreitzer, 1998; Ryan, 2000). An individual requires all four dimensions of PE because it provides them with context in the job assigned to them (Guchait & Lei, 2016; Thomas & Velthouse, 1990).

Most employees working in organizations today suffer from vast amounts of unrealistic deadlines, overwork, stress, depression and dissatisfaction from their jobs (Judge, 2017; Piers, 2016; Platis, 2015) leading to absenteeism, turnover, and an unhealthy work climate (Abdullah, 2011; Bakotic, 2016; Piers, 2016; Zachary, 2009). As a result, organizations are trying to improve their employee's subjective well-being and create overall happiness in the workspace (Cascio, 2000; Fisher, 2015; Laylard, 2011; Saif & Saleh, 2013).

Subjective well-being (SWB) is an individual's cognitive and positive evaluation of their life (Diener, 2004). This includes their emotional reactions to events in their lives and their judgements on how satisfied or fulfilled they are (Biswas-Diener, 2008; Tay, 2011). Thus, subjective well-being includes high positive emotions, low negative emotions, and increased life satisfaction in a person's life. Researchers have reported that organizations that enhance the SWB of their employees have more productivity and profitability (Diener & Biswas-Diener, 2008; Lyngdoh, 2018; Wright et al., 2004; Zelenski et al., 2008) as they have high job satisfaction, engagement, involvement, and commitment to their work (Brief & Weiss, 2002; Stevenson et al., 2013; Weiss, 2006).

PE and its four dimensions are highly correlated with the dimension of SWB in organizations. Studies have shown that 'meaning' is highly related to SWB (Spreitzer, 1997), as are 'competence' and 'self-determination' (Kizilos & Nason, 2003; Kizilos, 2005). Finally, 'impact' is also highly related to the variable of SWB in an organization (Biswas-Diener, 2012;

Diener, 2008). It's a logical derivation then to see how overall PE, composed of these four dimensions, will affect SWB in organizations.

The study identifies certain important variables, also known as 'antecedent' and 'consequence' variables of PE (i.e., the variables that lead to and lead from having PE in organizations) and these variables form an important part of the discourse on PE. It was found that some of these antecedents and consequences (namely, job satisfaction, organizational commitment, self-identity, job characteristics, performance, managerial practices, organizational culture, income and social support) are also variables that correlate highly with SWB (Brief & Weiss, 2002; Hellwell, 2014; Saches, 2010; Weiss, 2002). Based on these findings, it was deduced that since SWB and PE have an impact on and are impacted by the same organizational variables, it would be interesting to see how both the constructs of PE and SWB relate among themselves.

Dr. Ed Diener also known as 'Dr. Happiness' due to the vast research he has done on the subject of happiness (So, 2016; Bao, 2017), is one of the few authors who delved into the relationship between PE and SWB. Diener has dedicated an entire chapter to this relationship in his book 'Measuring Empowerment' (2004). He points out that SWB leads to PE because "people's feelings of well-being are inherently tied to their beliefs about whether they can achieve their goals" (Diener, 2004). The existing literature on PE and SWB looks at the relationship from one direction, i.e., the effect of SWB on PE, and shows that SWB leads to PE (Diener, 2008; Fisher, 2008; Pradhan & Hati, 2017; Tastan, 2013) though Diener (2008) has hinted at a reverse relationship between these two variables. Similarly, Tastan (2013) and Fisher (2008) also theorized that certain facets of PE positively impact SWB. Overall there is little literature that looks at the effect of PE on SWB. This is identified as a gap in the discourse.

The study explores this potential relationship and seeks to determine whether psychologically empowered employees have higher SWB in the workplace. The first research question that this thesis asks is "What is the effect of PE on an employee's SWB?"\

Theoretical Background for the First Research Question

The thesis looks at the theoretical foundations which strengthen this research question. It specifically looks at the two theories of '**Broaden and Build**' and '**Job Characteristics Model**' or **JCM** to explain this relationship. The broaden and build theory says that when human beings have positive emotions leading to thought actions, it increases their personal resources - both physically and intellectually - so that ultimately, they receive social and psychological satisfaction in their lives (Frederickson, 2008) (Figure 1). Individuals with high PE shall be associated with positive emotions (Frederickson and Joiner, 2002), accumulating to build long-term physiological, psychological, and social resources and ultimately leading to a fulfilled way of life (Frederickson 1998, 2001, 2004). The broaden and build theory explains the relationship between PE and SWB and shows how PE leads to SWB through this process. Hence it is the first theoretical basis for our first research question.

Figure. 1

Broaden and Build Theory (Frederickson, 2008)

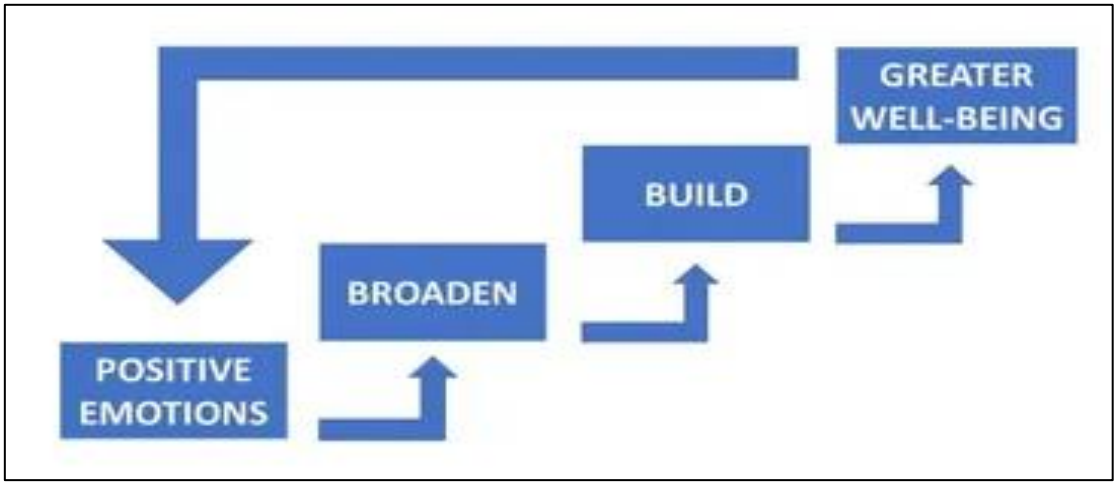
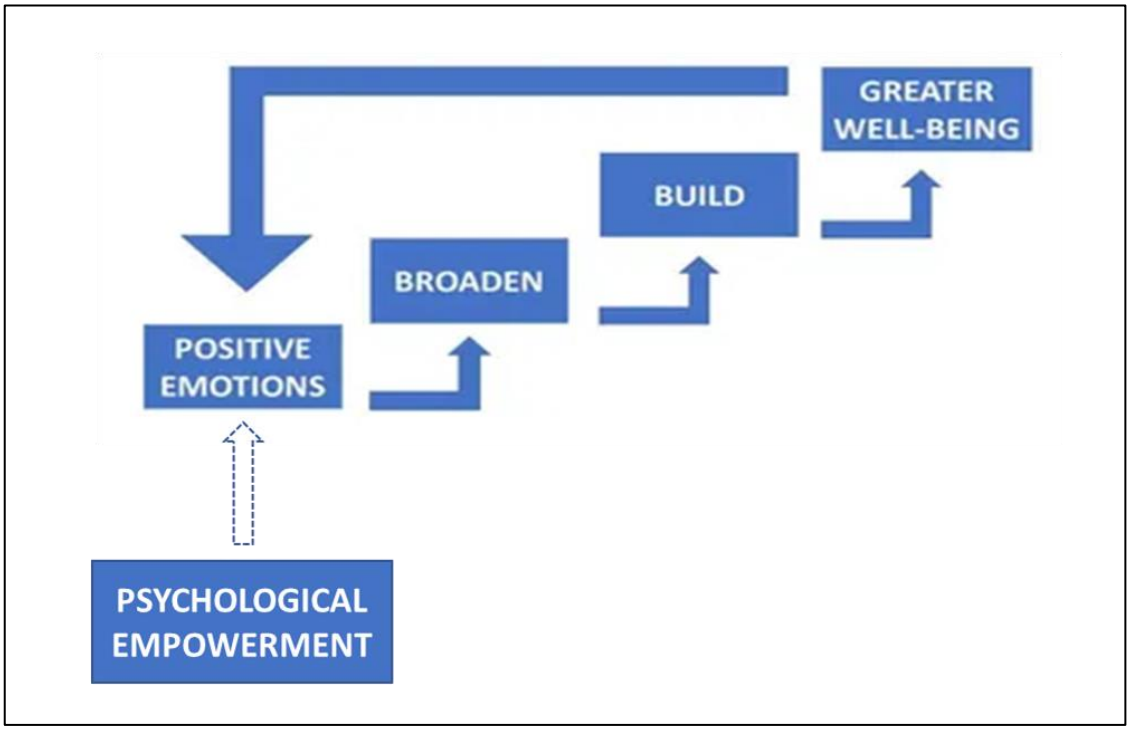


Figure. 2

Hypothesized Broaden and Build Theory showing relationship between PE and SWB



As evidenced by several studies, psychological empowerment leads to positive emotions in the workplace (Garland et al., 2010; Joiner, 2008), which in turn creates high subjective well-being. Hence, psychological empowerment broadens and builds through upward spiral dynamics of this theory (Figure 2) to develop increased subjective well-being.

The second theory that this study uses as a conceptual framework for the relationship between PE and SWB is Hackman and Oldham's **Job Characteristics Model** (1974). One of the most influential models in organizational studies, JCM proposes that desirable individual and organizational outcomes are more common in the presence of five job characteristics: task variety, task significance, task identity, feedback, and autonomy. JCM further proposes that positive outcomes of job characteristics are achieved via three mediating psychological states: experienced meaningfulness, felt responsibility, and awareness of the impact of one's actions.

A ‘good’ work design characteristic would promote happiness in the employees because they experience their work as meaningful (Hackman & Oldham, 2004).

These psychological states of the JCM are found to correlate with the dimensions of PE. (Conger & Kanungo, 1988; Spreitzer, 1995; Thomas & Velthouse, 1990). Thomas and Velthouse (1990), the pioneer researchers in the field of PE, compared the components of PE with the JCM and explained how the two are closely related. ‘Meaning’ was identified with experienced meaningfulness; ‘impact’ was related to knowledge of results and ‘self-determination’ with experienced responsibility. They then drew parallels with the critical psychological states in the JCM and showed that they speak about similar workplace dimensions having a similar psychological impact on employees. A study by Liden, Wayne, and Sparrowe (2000) also proves the relationship between the psychological states of the JCM and PE. Research by Gagne, Senecal, and Koestner (1997) and Kraimer, Seibert, and Liden (1999) offer empirical evidence that there are several positive relationships between the core job characteristics of the JCM and the four dimensions of PE.

Figure. 3

Job Characteristics Model (Hackman and Oldham, 1976)

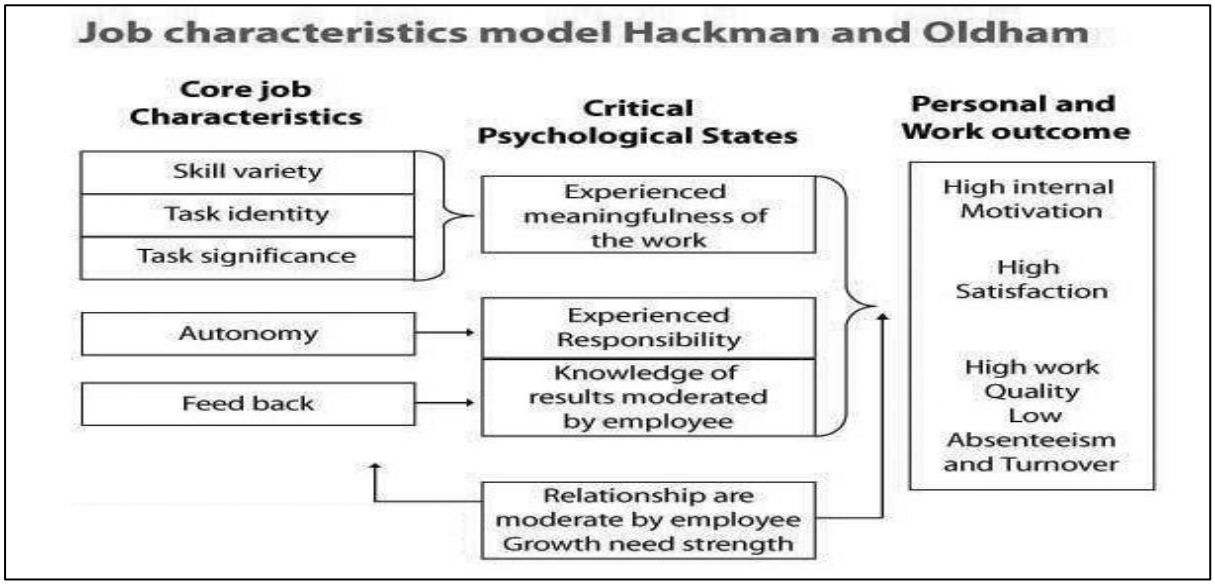
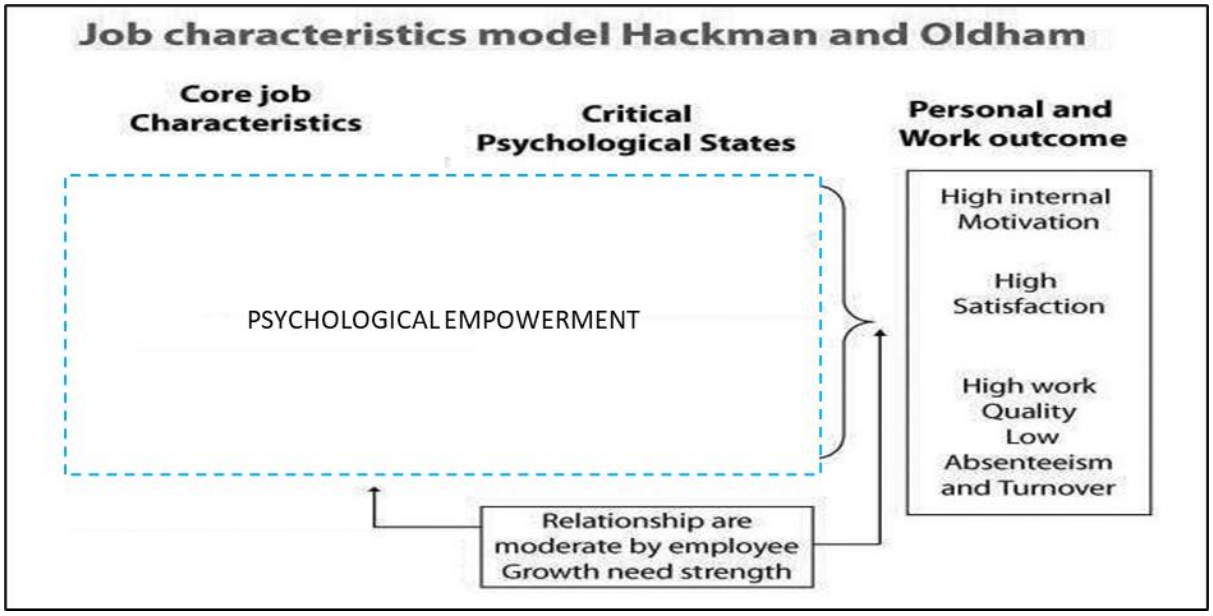


Figure. 4

Hypothesized JCM showing relationship between PE and SWB



It can be hypothesized that like the core job characteristics ultimately lead to job and life satisfaction as visualized in the JCM, similarly the four dimensions of PE (which correspond to these critical psychological states and core job characteristics), ultimately lead to SWB for an individual who experiences psychological empowerment in their workplace. Like the Broaden and Build theory, JCM also shows how PE leads to SWB as the end state for individuals in an organization (Figure 4). Hence both these theories provide the foundation for the first research question of the thesis – "What is the impact of PE on employee's SWB"

The Second Research Question

The literature review on PE and SWB shows the variable of **Job Satisfaction (JS)** appearing in both these constructs. The relationship between PE and JS has been studied extensively (Anderson, 2017; Parasuram, 2011; Winders, 2006). JS is also positively related to SWB in the workplace (Parker, 2010; Taheri, 2019; Weldman, 2012; Wright, 2013; Hence, JS

seems to be an essential catalyst in the relationship leading from PE to SWB, and it would be interesting to look at the role of JS in the bond between PE and SWB.

JS is defined as "a pleasurable or positive emotional state" and as "a function of the perceived relationship between what one wants from a job and what one perceives it is offering" (Locke, 1976). JS is a significant variable because it increases organizational productivity, performance, engagement, and commitment (Spector, 1997). In the absence of JS, organizations face higher turnover, absenteeism, increased number of accidents, and overall lower effectiveness at work (Kaliski, 2007).

Today's organizations are trying to create both psychologically empowered workplaces (Pieterse, 2010; Singh, 2012) and workplaces with higher SWB (Hellwell, 2014; Sachs, 2010). The relationship between PE and SWB can be understood better by introducing the variable of JS. Hence, the second research question that the thesis explores is "What is the role of JS in the relationship between PE and SWB?"

The Third Research Question

A related construct to JS is the dimension of **Career Satisfaction (CS).** While JS concerns inherent properties inside the workplace, CS considers both inward and outward workplace traits (Heslin, 2005). CS is the gratification that an individual derives if they can fulfill aspirations and needs of their career. CS occurs when one's career progress is consistent with the expectations from one's career (Erdogan et al., 2004). Along with JS, CS has been measured in several organizational studies to gauge an individual's satisfaction in the workplace (Joo & Shin, 2011; Roberts, 2014), with some researchers preferring CS to JS in calculating work satisfaction (Lee, 2015; Tay, 2012; Ng et al., 2008).

Despite the constructs of JS and CS being so closely related, there has been minimal research on the effect of CS on the other two variables with which JS is closely linked - namely PE and SWB. This study tries to address this gap and understand how the CS of an employee

may affect the bond between PE and SWB. Such an analysis would help highlight how both related variables have distinct effects between PE and SWB. Hence the third research question of the thesis is "What is the role of CS in the relationship between PE and SWB?"

Theoretical Background for the Second and Third Research Question

Studies have proved that JS is highly related to PE and SWB (Bilan et al., 2019; Bratu & Cioca, 2018; Lazányi & Bilan, 2017). As suggested by Judge and Locke (1993), Judge et al. (1998), Locke (1976), Near et al. (1978), Rice et al. (1980), Sironi (2019), JS could be viewed as a sub-dimension of SWB. This refers to the "part-whole" theory or "spillover" hypothesis, which states that JS directly impacts employee's overall well-being (Diener & Tay, 2012; Judge et al., 2001) and suggests a situational explanation that is, "because the job is an important part of adult daily life, people who enjoy their jobs report greater overall satisfaction with their lives" (Heller et al., 2002). Previous studies have found that higher JS leads to higher SWB in organizations (Rice et al., 1980; Rain et al., 1991). This causal relationship from JS to SWB has been hypothesized in most studies on work and life (Judge & Watanabe, 1993). A systematic review (Tait et al., 1989) confirmed that this hypothesis is the most fact-based for evaluating the link between job and life satisfaction.

Taking the 'spillover' hypotheses of the role theory as the foundation for the second and third research question, this study states that since PE leads to JS (as JS is a 'consequence' variable of PE) and JS leads to SWB (as evidenced by the 'spillover hypothesis'), therefore it is hypothesized that JS is a mediator in the relationship leading from PE to SWB. Similarly, as CS is a related and evolved construct of JS, the third research hypothesis is that CS mediates the relationship leading from PE to SWB for individuals in an organization.

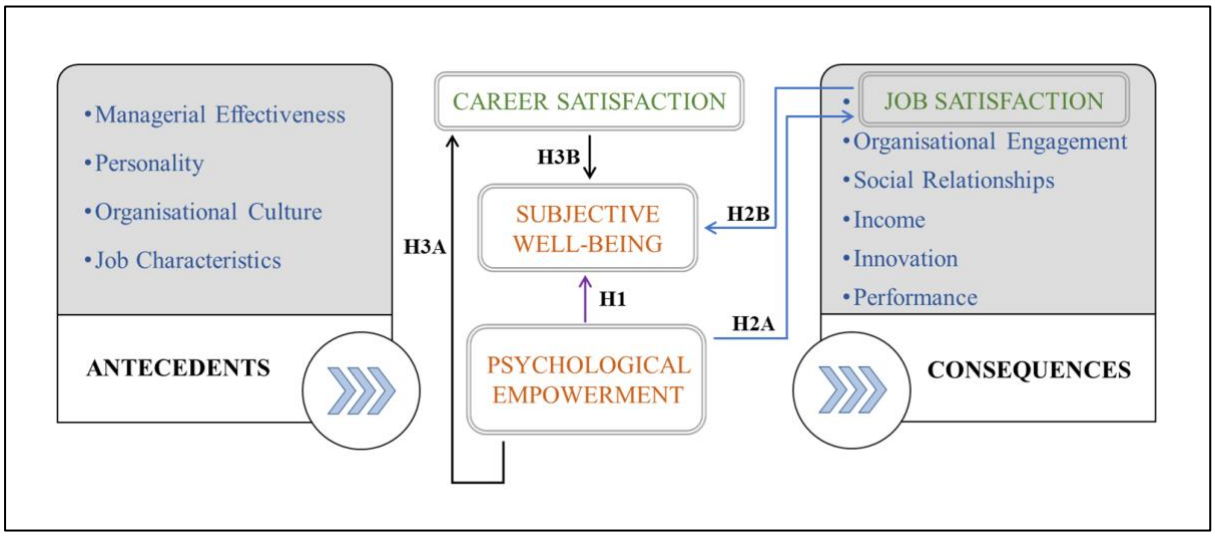
Overall Hypothesis

To amplify the bond further between the four constructs, the study has identified a total of ten organizational variables which are similar across the four constructs and correlate positively with each of the four constructs. These identified variables are self-evaluation, good managerial practices, organizational culture and support, social support, organizational commitment, turnover, performance, job characteristics, income, and innovation.

In the model below (figure 5), the relationship between these ten identified variables, is shown and it is theorized that along with all the previous arguments stated, this model too adds weight to the hypotheses. Since the organizational variables (figure 5) are common to all four constructs of this study, it is logical to theorize that the four constructs of PE, SWB, JS and CS are in a relationship with each other as shown below:

Figure. 5

The Relationship Between the Constructs



Note: ***Variables of the study – JS, CS, PE and SWB.***

Variables in Antecedents and Consequences Boxes - Organizational variables related to the four Constructs of JS, CS, PE and SWB.

H1: PE positively impacts SWB

H2A: PE positively impacts JS

H2B: JS positively impacts SWB

H3A: PE positively impacts CS

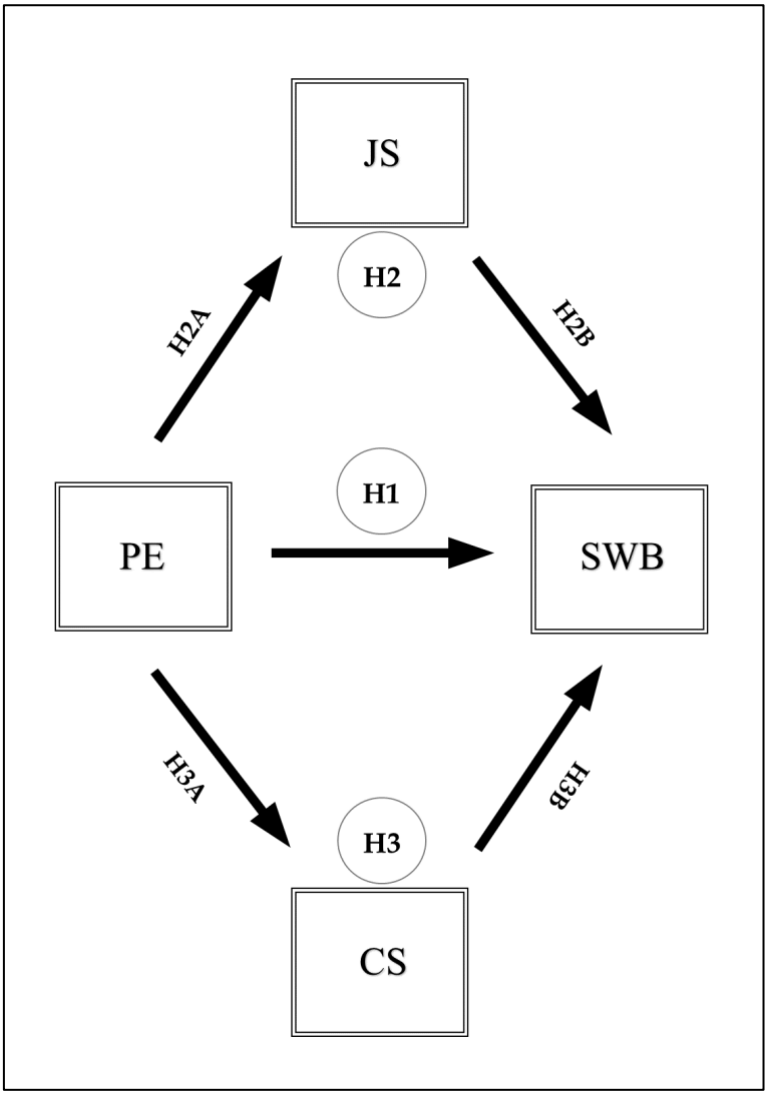
H3B: CS positively impacts SWB

The model above shows the relationship between the four constructs. The variables in the box on the left are the antecedents of PE. The variables in the box on the right are the consequences of PE. The variables highlighted in capital letters are the constructs of the study – PE, JS, CS, and SWB. As can be observed, both the antecedents of PE and the consequences of PE are related to SWB. From the literature review, it can be seen that these same 'antecedent' and 'consequence' variables of PE are also highly related to the variables of JS, CS and SWB.

The research question that guides this thesis is "What is the impact of PE on SWB?" and "What is the impact of JS and CS in the relationship between PE and SWB?" The research model suggested is:

Figure. 6

Research Model



Final Model Hypothesizes:

PE is positively related to SWB and JS and CS act as a mediator in the relationship between PE and SWB.

Wherein,

PE – Psychological empowerment

SWB – Subjective well-being

JS – Job satisfaction

CS – Career satisfaction

H1: PE positively impacts SWB

H2A: PE positively impacts JS

H2B: JS positively impacts SWB

H3A: PE positively impacts CS

H3B: CS positively impacts SWB

The three hypotheses have been listed below:

Hypothesis One (H1): PE will positively impact SWB of employees in an organization

Hypothesis Two (H2): JS will mediate the relationship leading from PE to SWB

Hypothesis Three (H3): CS will mediate the relationship leading from PE to SWB

The Research Context: The Indian Banking Industry

The banking sector is one the most profitable sectors of India Inc. (Mehra, 2009) and a significant contributor to India's GDP (Sagara & Das, 2020). As of 2018, 12.45 percent of India's employed population was working in the finance and banking sector (India Brand Equity Foundation, 2019). High demanding work roles, unrealistic expectations from top-level managements, and work-life imbalance create stress and unhappiness for bankers in India (Bakker, Demerouti & Euwema, 2005; Panda & Rath, 2017; Singh, 2000). Successful service encounters in banks demand psychologically empowered employees, who have the required amount of authority and freedom (Oudtshoorn & Thomas, 1993) to meet the changing customer needs. Banks are acknowledging the problem of burnout and trying to bring in policies and practices (Houghton & Yoho, 2005) to create happier workspaces (Cappelli & Neumark, 200; Huselid, 1995). Banks are also trying to enhance their employee's JS and CS as employees who have higher work-related satisfaction will increase productivity and profitability (Paul & Anathraman, 2004; Wang & Lee, 2009). Understanding the dynamics of PE, SWB, JS and CS of employees is beneficial for banking organizations in today's changing market economy.

Data Collection

For this study, employees working in four Indian banks were selected from the Indian cities of Kolkata, Bhubaneswar, Rourkela, and Jamshedpur. To avoid biased responses, it was informed to the participants that their identities were confidential and participation in the survey was optional.

The researcher approached the retail branches of the selected banks during working hours and waited till every employee from officer grade and above, having a minimum of three years' experience in the branch, filled up the survey forms physically. The researcher went back on subsequent days to enable all the bank employees of the branch to participate in the survey. Once all the data was collected, the researcher manually went through all the data and started shifting through the different responses. Out of the 548 survey questionnaires distributed, 510 responses were received back. A thorough review of the responses was conducted, and 86 survey responses were rejected as they were found to be erroneous or incomplete. The remaining 424 responses (83.13 %) were retained for the study.

The study uses scientifically-proven, standard research scales for measuring PE, JS, CS and SWB. These scales have been used extensively in studies across the world and all four scales have validated in many previous studies since their inception. In order to standardize the survey instrument, a seven point Likert scale ranging from one meaning strongly disagree to seven meaning strongly agree, was used. The measurement items are presented below.

Table. 1

Measurement Items

The Variables	Items	Scale	Source
Psychological empowerment	12	7 – Strongly Agree 1 – Strongly Disagree	Psychological Empowerment scale by Spreitzer et al. (1995)
Job satisfaction	14	7 – Strongly Agree 1 – Strongly Disagree	Job Diagnostic Survey by Hackman & Oldham (1974)
Career satisfaction	5	7 – Strongly Agree 1 – Strongly Disagree	Career Satisfaction scale by Greenhaus et al. (1990)
Subjective well-being	8	7 – Strongly Agree 1 – Strongly Disagree	Flourishing Scale by Diener & Diener (2009)

Research Methodology

Factor analysis and multiple regression were employed in this study to understand structural relationships among measured and latent constructs using AMOS and SPSS. The measurement model shows the relations between the observed variables and the underlying latent constructs. Both the convergent and discriminant validity were assessed together along with critically assessing the model fit. The results of the measurement model fit indices are presented in table 2 and provides a good model fit. The complete measurement model is shown in figure 7.

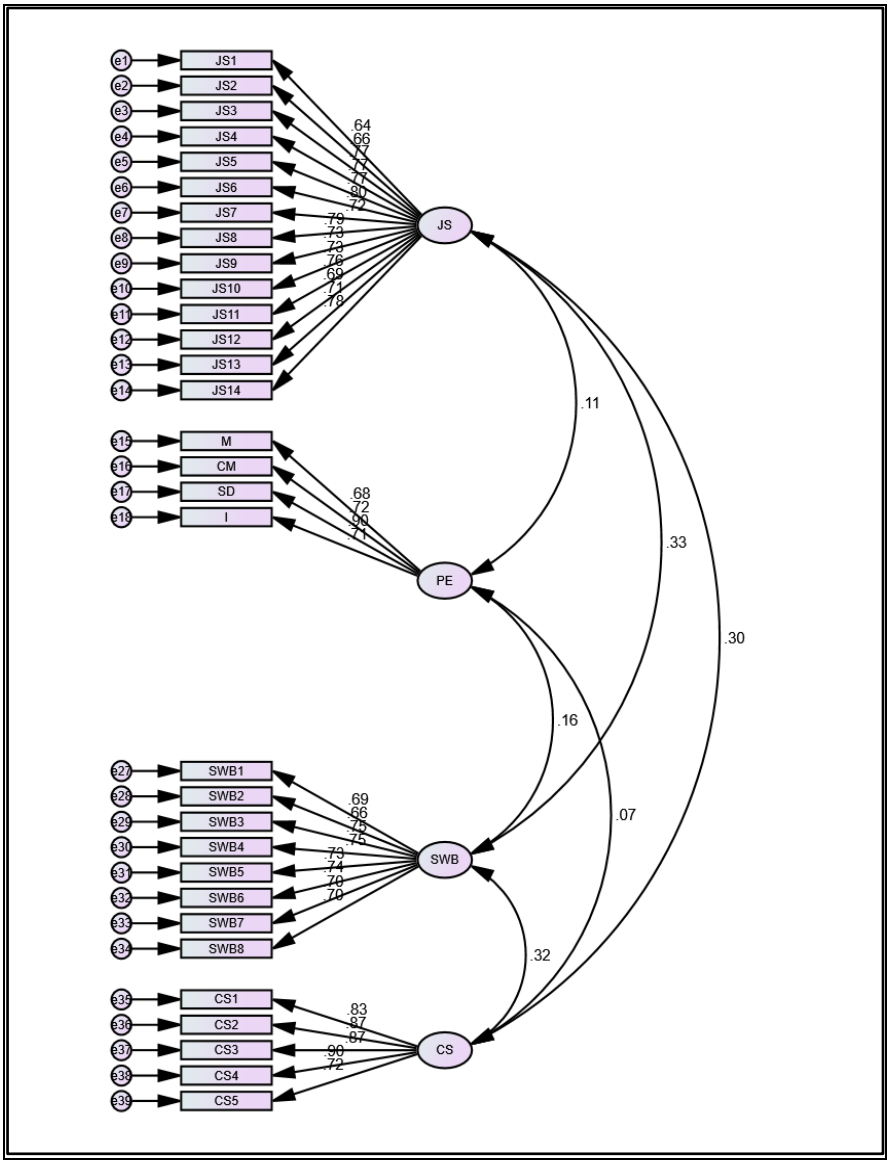
Table. 2

Results of Measurement Model

Model	χ^2/df	p	SRMR	IFI	CFI	TLI	RMSEA
CFA	3.456	.01	.58	.91	.91	.90	.07

Figure. 7

Measurement Model



It was seen that the model achieved normed chi-square (per degrees of freedom) below five. The range of the results for GFI, CFI, and TLI range from 0 to 1.00, with the results close to 1.00 being the best fit (Hoyle & Panter, 1995). This model achieved the requisite 'good' or acceptable values for GFI, CFI, TLI and IFI. It also achieved SRMR below 0.08 which is considered to be an 'excellent' model fit. Finally, it also achieves a 'good' model fit for RMSEA with a score of .07. RMSEA (RMSEA should be below .08 (Kline, 2011 & Hair et al., 1998)).

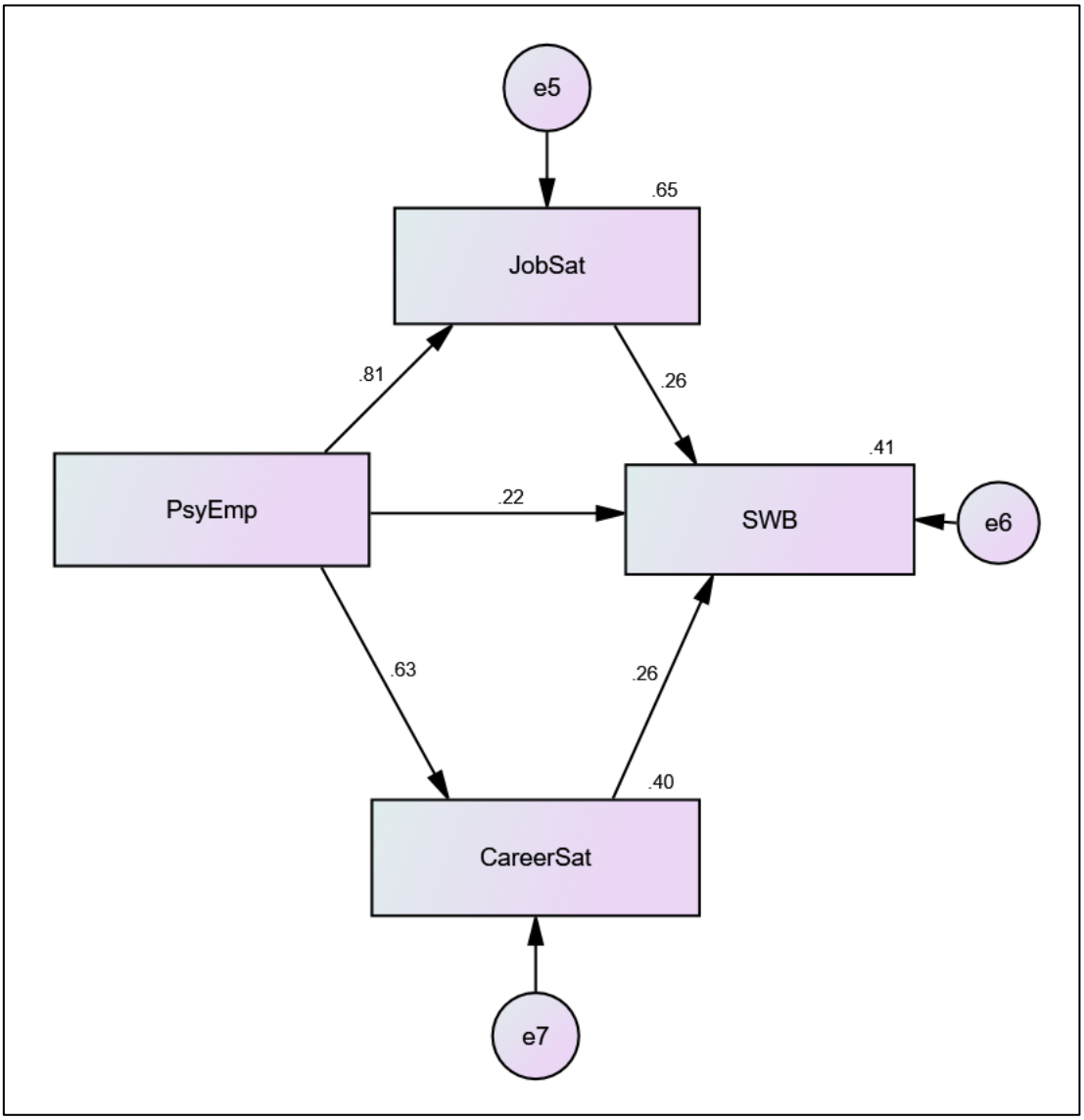
Almost all the factor loadings in CFA are greater than 0.70 with significant t- values. Some of the loadings were less than 0.70 and were retained in the model, because there had been enough evidence of their absolute contribution. CR and AVE of each construct were examined for further establishing construct validity. All AVEs exceed 0.5, all CRs (the degree to which items are free from random error and therefore render consistent results) exceed 0.7 showing minimally accepted construct reliability (Gefen *et al.*, 2000). The results indicated sufficient evidence of convergent validity for the measures.

The present study uses the HTMT ratio (Heterotrait-Monotrait) as per Henseler et al., 2015 to assess the presence of discriminant validity. As suggested by Hair et al. (2013), indication of no discriminant validity can be ensured if all the HTMT values are significantly lower than 0.85 (the model satisfies this criteria). Also all the construct's AVE are greater than MSV (mean squared variance), thus again showing the presence of discriminant validity (Franke et al., 2019).

Next, the structural model was employed to test the hypothetical relationship between the different constructs based on path analysis and regression (Hoyle, 2011; Kline, 2010). Structural model provides a framework for conceiving, representing and analyzing the statistical relationship of the hypothesized model (figure 8).

Figure 8

The Structural Model



This study analyses the effect of the independent variable (PE) on the dependent variable (SWB) for a direct relationship between the variables as well as for the analysis of the mediating variables of JS and CS. Mediation forms a causal link where the intervening variable is the "mediator" as it creates an indirect path between the predictor and the outcome (Baron & Kenny, 1986). In this study, JS and CS is presumed to mediate the relationship between PE and SWB. The hypothesized model shows its fit with the empirical data (Table 3).

Table. 3

Estimates of the Hypothesized Model

Hypothesis		Beta Value	P-value	Bias Corrected Effect (Lower)	Bias Corrected Effect (Upper)
H1	PE ----- SWB	.229	.001	.105	.369
H2	PE---JS---SWB	.220	.001	.098	.338
H3	PE---CS---SWB	.173	.001	.104	.247

Hypothesis 1: PE Has a Positive Effect on SWB - PE has a significant positive relationship with SWB (H1: β= .229, C.R = 3.113, p<.01). Moreover, P-value is 0.001, which is statistically significant. Based on the above results, PE is seen to have a positive impact on SWB in organizations. Hence Hypothesis 1 is supported

Hypothesis 2: JS Acts as a Mediator Between PE and SWB - The path-coefficient for JS is .220 and its value is statistically significant at .001. Since the p-value or the direct relationship between PE and SWB is also statistically significant, it was found that JS acts as a partial mediator in the relationship between PE and SWB. The findings suggest that JS mediates PE and SWB. **Hence Hypothesis 2 is supported.**

Hypothesis 3: CS Acts as a Mediator Between PE and SWB - CS has a path-coefficient of .173 with a p-value of 0.001. Hence it's indirect effect is significant at this level. Since the direct effect between PE and SWB is also significant, findings reveal that CS acts as a partial mediator between PE and SWB. **Hence, Hypothesis 3 is Supported.**

A mediating variable can account for all or some of the relationship between the dependent and the independent variable. Partial mediation occurs when the mediating variable accounts for some, but not all of the linkage between the independent and dependent variable (Baron and Kenny, 1986). In this study, it was found that the total effect of PE on SWB is

significant, at 0.001 level of P-value with a Beta-coefficient of .591. After the mediating effect of JS and CS, it can be seen that the direct effect of PE on SWB is .229 while the indirect effect (due to JS and CS) is .393. The P-value of PE, JS and CS are all significant (having a p-value less than 0.05). Since all path-coefficients are significant, hence it can be stated that JS and CS acts as partial mediators in the relationship between PE and SWB. PE has a significant direct and indirect effect on SWB and a significant P-value, hence its impact is only diminished but not nullified when the mediators of JS and CS are introduced. It can be theorized that PE has a positive impact on SWB and JS and CS act as partial mediators in this relationship. Summary of results is given in table 4 below.

Table. 4

Summary of Results

Hypothesis Statements	Decision
H1: PE positively influences SWB	Yes
H2: JS is mediator between PE and SWB	Yes (Partial)
H3: CS is mediator between PE and SWB	Yes (Partial)

Analysis

In the banking context it has been seen that studies on PE and SWB were rare and those which are there did not study the relationship between the two. Studies in the banking sector have mostly concentrated on job satisfaction (Bartel; 2004; Butt et al., 2020; Umans and Nilsson, 2018). However, the related variables of JS that this thesis concentrates on, i.e., PE, SWB and CS, have not been studied in depth with relation to the banking sector. As per the

research conducted in this thesis, a significant value of P was found in the relationship between PE and SWB. This proves that PE is positively related to SWB. Hence the first hypothesis was validated. When employees are more psychologically empowered, they experience more SWB in the workplace.

Analysis of the data collected showed a significant P value for JS in the relationship between PE and SWB. This value shows that JS plays an important role and partially mediates the relationship between PE and SWB. The study validates the second hypothesis and contributes significantly to literature on PE, JS, and SWB for further research.

Analysis of the data collected showed a significant P value for CS in the relationship between PE and SWB. This value shows that CS plays a significant role and partially mediates the relationship between PE and SWB. The study validates the third hypothesis and contributes significantly to literature on PE, CS, and SWB for further research.

This result validates the importance of JS and CS as well as reiterates the original importance of the relationship leading from PE to SWB. As both JS and CS are partial and not complete mediators, they do not undermine the importance of the bond leading from PE to SWB but rather complement the relationship between the two.

Contributions of the Study

This study makes its first contribution when it provides that psychological empowerment has a positive impact on subjective well-being (which was hitherto a less explored relationship), especially in a competitive service sector like banking.

The second significant contribution of this thesis is that it shows that both job and career satisfaction positively impact psychological empowerment and subjective well-being. Researchers and organizations need to keep these findings in mind when framing

organizational policies. Without both job and career satisfaction, it will be difficult to empower employees and create subjective well-being.

The third contribution of this thesis is to existing theories of positive psychology and organizational behavior. By showing how the broaden and build theory, job characteristics model, and spillover hypothesis are related to each other, the study provides new lenses through which existing relations between the variables and their corresponding theories can be analyzed.

CS is an evolving construct with increasing scope for further research, especially in today's progressing and career- oriented workspaces. This study will contribute to future research on career satisfaction and other related career constructs.

JS, SWB, CS, and PE are variables in which scientists and academicians of today have a lot of interest. This study presents a complete and abridged review of all the research done in these four fields. Such an analysis of the discourse will provide research directions for future studies by showing how the four variables are related and can be enhanced to modify each other.

This research finds that workplaces with high psychological empowerment, where employees enjoy both job and career satisfaction, shall experience greater subjective well-being. Organizations are trying to foster more psychological empowerment in their workforce. They are also trying to create healthier workplaces with higher subjective well-being. A look into the manner in which psychological empowerment can lead to subjective well-being and understanding how job and career satisfaction impact this relationship may help both researchers and practitioners, create clear and concise policies, that can act in the best interests of their employees. Such an understanding would create a happier employee, a happier workplace, and thus a happier society in general.

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